

Effectiveness of Organizational Justice on Workplace Deviance, with Job Satisfaction as a Mediating Driver Among Nurses and Healthcare Workers -A Sensitive Analysis

¹Bhupender Kumar Som, ²Pratima Daipuria ³Charul Sharma

¹ Professor, GNIOT Institute Of Management Studies, Greater Noida, India-201306

Email id : bksoam@live.com

² Professor, Jagan Institute Of Management Studies (JIMS) Technical Campus, Rohini, India- 110085

Email id : pratima@jimsindia.org

³ Assistant Professor, GNIOT Institute Of Management Studies, Greater Noida, India-201306

Research Scholar, Jagan Institute Of Management Studies (JIMS) Technical Campus, Rohini, India- 110085

Email id : sharmacharulparashara.1998@gmail.com

Abstract

Amid concerns about healthcare worker efficacy in Delhi NCR, where COVID-19 exacerbates issues for 27.9 million nurses, this research explores linkages between workplace deviance, job satisfaction and organizational justice. Understanding these links helps boost nurses' dedication. The study evaluates organizational justice's impact in suppressing workplace misbehaviour and job satisfaction mediation, giving fairness-enhancing solutions. The research scrutinizes links between organizational justice, job satisfaction and workplace deviance. Organizational justice's role in high-stress healthcare environments is important. Job satisfaction strongly improves well-being and efficacy. Data from 170 nurses in Delhi NCR were obtained. Job satisfaction mediates between organizational justice and workplace deviance. Sensitivity Analysis assesses data significance. This study increases knowledge of organizational justice, job satisfaction, and workplace deviance's interaction, leading initiatives for fair work environments and improving healthcare personnel and patient outcomes. It helps to improve knowledge of dynamics in Delhi NCR healthcare, raising work contentment, well-being, and effectiveness.

Keywords:- Organizational justice, job satisfaction, workplace deviance, healthcare professional, hospitals

1. Introduction

Deviance in the workplace has emerged as a significant issue affecting workforce productivity and outcomes. Despite various reasons for employees experiencing mistreatment at work, such behavior ultimately increases costs and decreases productivity (Alias et al., 2015).

Healthcare organizations are dedicated to enhancing the work environment and recognizing the expertise of their workforce. Globally, the workforce comprises 27.9 million nurses, constituting 59% of all healthcare professionals (Bean, 2020). Working in such environments substantially affects the physical and emotional well-being of nurses and healthcare workers (Hashish, 2020).

Amidst a COVID-19 pandemic, nurses and healthcare workers shoulder vital roles and responsibilities. They remain at the forefront of patient care within medical facilities and play active roles in community assessment and tracking (Fawaz et al., 2020). Ensuring personalized, high-quality medical care for every individual, regardless of their infectious condition, is essential (Ahmad & Omar, 2014). Moreover, their involvement extends to preparing for predicted COVID-19-related outbreaks that may strain the system, intensifying demands for nursing and healthcare services (D et al., 2020). Additionally, nurses and healthcare workers must offer up-to-date screening information, maintain an efficient supply of personal protective equipment, and sanitation supplies, and adhere to confinement protocols. Robust engagement of nursing and healthcare staff in clinical care, knowledge sharing, and public safety is indispensable during a global pandemic. In recent years, nurses and healthcare workers have grown more conscious of their right to fair treatment (Mathur & Padmakumari, 2013).

With a growing influx of medical professionals, Delhi NCR (National Capital Region) is evolving into a healthcare services hub. Due to the demanding nature of their roles, nurses and healthcare workers frequently contend with a range of stressors and responsibilities, which can exacerbate job dissatisfaction and elevate the risk of workplace misconduct.

Among the costly behaviors that hamper productivity is workplace deviance. Organizational fairness can mitigate or prevent deviance within the organization. Over the past four decades, behavioral experts have predominantly approached patients from a healthcare perspective. One of the antecedents of workplace deviance is organizational fairness, a factor researcher have identified (Dar, 2017). While scholars have examined the links between distributive, interactional, procedural, organizational, and job satisfaction on workplace deviance, more research is needed to fully comprehend these effects within the Indian healthcare sector (Alias et al., 2015). Management literature extensively scrutinizes organizational justice and job satisfaction, although workplace deviance has received less attention than organizational justice (Bodla & Danish, 2009). The book "Politics and the Workplace" presents an empirical investigation of the relationship between perceived organizational politics and work performance, identifying employees' perception of organizational fairness as organizational justice (OJ) (Brockner, 2011). Today, organizational justice holds new significance as a concept and attitude towards workers. It originated as a reward and punishment system and subsequently evolved to encompass the equitable implementation of procedures and regulations. A range of studies on organizational justice highlights its diverse emotional, attitudinal, and behavioral effects.

Understanding the link between organizational justice and workplace deviance, and to what extent it operates, could help identify modifiable workplace elements. This understanding would empower organizational leaders to address dysfunctional behaviors, enhance nurses' commitment and loyalty to their institutions (Hashish, 2017). This study aims to assess how effectively organizational justice reduces workplace deviance among nurses and healthcare workers in the Delhi NCR region. Additionally, it acknowledges the potential mediating role of job satisfaction in this relationship, providing recommendations for healthcare management in Delhi NCR to enhance organizational fairness, job satisfaction, and reduce workplace divergence among healthcare professionals. By exploring job satisfaction's role as a mediator, we can gain insights into the underlying mechanisms through which organizational justice influences workplace deviance among healthcare practitioners.

2.Literature Review:

The present study was guided by three conceptualizations of work-related variables: organizational justice (Colquitt, 2001), workplace deviance (Bennett & Robinson, 2000), and job satisfaction (Fatimah et al., 2011).

2.1 Organizational justice: Greenberg (1987) first introduced the term organizational justice (OJ) to describe employees' perceptions of fairness and injustice in the workplace. The organizational justice literature is heavily influenced by Adam's equity theory (Adams, 1965), which posits that individuals assess fairness in outcomes allocation, policies, procedures, and interactions with supervisors and colleagues. Previous studies have established a link between organizational justice and unfavorable workplace behaviors. According to Adams (1965), individuals compare perceived rewards and allocations to contributions and efforts, including those of their colleagues.

Even before the emergence of social scientists, philosophers deliberated on justice, attempting to define fair behaviors (Isen & Baron, 1991). This prescriptive technique, still employed in business ethics, is characterized by such debates (Goudarzvandchegini, 2009). Conversely, social scientists have been inquisitive about individuals' perceptions of fairness. Notably, perceptions of justice and fairness are inversely related to employee theft, sabotage, and other detrimental work practices (Ambrose & Schminke, 2009).

Various models have been developed to measure organizational justice. The most prominent model, identified by Colquitt (2001), sheds light on four aspects of organizational justice—interactional, procedural justice, distributive justice, and informational justice—that influence employees' perceptions of justice and injustice in the workplace. "Interactional justice" pertains to the relationships between nurse managers and nurses, encompassing how nurse managers treat nurses in daily tasks, decision-making, and the provision of information about processes and strategies related to outcomes like evaluation results, pay raises, or incentives. "Procedural justice" refers to the equitable application of rules, laws, and policies within an organization, along with the process of performance evaluation (James, 1993; Folger & Greenberg, 1985). "Distributive justice" pertains to the allocation of resources and workload among nurses (Lambert et al., 2013). "Informational justice" focuses on speed, precision, and sincerity, examining whether companies provide adequate explanations to employees (Colquitt & Rodell, 2011). Organizational norms, encompassing fundamental moral principles and societal standards, are defined by formal and informal organizational policies, regulations, and procedures (Feldman, 1984).

Certainly, organizational justice concerns how nurses gauge their treatment fairness within their organization and how these assessments influence other work-related factors (Zu'bi, 2010)

In the current study, an already comprehensive and established model that explains organizational justice has not been utilized, as I did not measure it in my initial attempt by incorporating sub-variables. I plan to address this in a subsequent paper where I will focus on measuring organizational justice and investigating its research implications on job satisfaction. Because as per literature evidence, the connection between organizational fairness and workplace deviation is especially important when it comes to nurses and other healthcare professionals. High levels of stress, extended working hours, and severe emotional demands are typical in the healthcare industry. Nurses and healthcare professionals may be more likely to participate in anomalous behaviours like absenteeism or hostility if they feel that they are being treated unfairly or that resources are not being distributed fairly. Therefore, it is crucial to comprehend how organizational justice affects workplace deviance in this particular setting.

2.2 Job Satisfaction: Despite being widely used in both daily life and scientific study, there is still no consensus on what work satisfaction actually entails. In fact, a definitive definition of what constitutes job satisfaction remains elusive (Brayfield & Rothe, 1951). Therefore, prior to attempting a comprehensive definition of job satisfaction, it is imperative to consider the nature and significance of work as a universal human activity.

In his elucidation of job satisfaction, Vroom places particular emphasis on an employee's position within the company. He further characterizes job satisfaction as the affective orientation of individuals toward their current work responsibilities (Vroom, 1964). Job satisfaction represents the sense of achievement and accomplishment experienced by employees during their work. It is commonly believed to have a direct link to both personal happiness and productivity. Job satisfaction is the outcome of having a job that aligns with one's preferences, performing it effectively, and receiving compensation for it (Manrique-de-Lara, 2008). Another implication of job satisfaction is the presence of passion and contentment in one's work. Notably, job satisfaction is pivotal in achieving other goals that lead to a sense of fulfillment, including recognition, financial rewards, promotions, and career advancement (Kaliski, 2007).

The amalgamation of psychological, physiological, and environmental factors that culminates in a genuine expression of contentment with one's job is aptly characterized as job satisfaction by Hoppock (Hoppock, 1935). Job satisfaction serves as the culmination of individuals' thoughts and feelings regarding their current employment. It's important to note that individuals can experience both extreme levels of job happiness and discontent, in addition to their overall perception of their employment. Moreover, individuals may form opinions about their coworkers, managers, supervisors, salaries, and other aspects of their jobs (George et al.). Given its intricate and multifaceted nature, job satisfaction can carry varied interpretations for different individuals. Although motivation and job happiness are commonly linked, their relationship remains unclear. Notably, satisfaction is distinct from motivation (Kian et al., 2014). Job satisfaction is more of an internal mood and attitude, which could be linked to a personal sense of achievement, whether quantifiable or qualitative (Mullins, 2005). Worker attitudes toward their work, whether positive or negative, collectively contribute to job satisfaction. Simultaneously, when a worker becomes part of a business organization, they carry with them the needs, desires, and experiences that shape the expectations they hold. Job satisfaction serves as an indicator of the extent to which these expectations align with actual rewards (Davis & Newstrom, 1989).

The term "job satisfaction" describes how individuals feel and behave in relation to their jobs. Positive and favorable attitudes toward the job signify job satisfaction, whereas negative and counterproductive attitudes indicate job dissatisfaction (Armstrong, 2006). Cohen-Charash & Spector (2001) demonstrated that the link between workplace deviation and distributive fairness is mediated by job satisfaction.

2.3 Workplace deviance: Workplace deviant behaviour is pervasive and carries harmful implications for individuals, groups, and organizations. According to Robinson & Bennett (1995, p. 556), Workplace Deviant Behavior (WDB) is defined as "voluntary behavior [of organizational members] that violates significant organizational norms and, as a result, threatens the well-being of an organization, its members, or both." The range of WDB can encompass various forms, spanning from seemingly innocuous behaviors like spreading rumors and making fun of coworkers to more serious actions such as stealing and sabotage (Latham & Pinder, 2005). Employee deviations from established norms can negatively impact an organization's overall well-being. These divergent behaviors severely affect an organization's efficiency, productivity, and financial performance (Nasir & Bashir, 2012).

Workplace deviance refers to voluntary behaviors in which employees either lack motivation to conform or become motivated to violate the normative expectations of the social context (Kaplan, 1975). Workplace deviant behavior can be categorized into two groups: positive and negative deviances (Appelbaum et al., 2007). Gruys (1999) has identified eighty-seven types of deviant behaviors, organizing them into eleven distinct groups. These groups include: (1) harming property; (2) engaging in robbery behaviors; (3) misusing time; (4) misusing existing knowledge and experience; (5) exhibiting unsatisfactory attendance; (6) displaying non-confident behaviors; (7) producing damaged work quality; (8)

involvement in selling and using narcotics; (9) consuming alcohol in the workplace; (10) engaging in sexual harassment of other employees, as also mentioned in Sackett, 2002; and (11) not displaying appropriate behaviors.

2.4 Organisational Justice and Job Satisfaction: Numerous research investigations have explored the interplay between the two concepts and their impact on employee attitudes, overall organizational outcomes, and behaviors (Hoveida et al., 2011; McFarlin & Sweeney, 1992). Job satisfaction serves as an indicator of a worker's overall level of contentment and pleasure with their employment, whereas organizational justice pertains to their perception of fairness and equilibrium in the work environment. Employees typically assess fairness in their workplaces—encompassing fair wages, procedural equity, and interactional justice—and often view their jobs as more fulfilling as a result (Colquitt, 2001; Cropanzano et al., 2007; Ambrose & Schminke, 2009).

The equitable distribution of outcomes or rewards at work falls under the realm of distributive justice. When workers perceive benefits such as compensation, recognition, and rewards to be distributed fairly, they perceive distributive justice (Soltis et al., 2013; Loi et al., 2012). Research indicates a positive correlation between distributive justice and job satisfaction. Employee job satisfaction tends to rise when they perceive that rewards have been distributed evenly (Gouthier & Rhein, 2011). However, prior research has not adequately explored the outcomes of this collaboration, which can manifest as solid partnerships.

The body of research underscores that organizational justice significantly influences overall job satisfaction among workers. Workers are more content with their jobs when they perceive their workplace as fair, encompassing distributive, procedural, informational, and interactional justice. Conversely, a sense of injustice in any of these equity aspects might lead to diminished job satisfaction, an increased desire to leave the job, and unfavorable workplace outcomes. It is important to acknowledge that various variables can affect the relationship between organizational justice and job satisfaction, including personal traits, socio-economic status, and the specific administrative context. Furthermore, other research has pointed out organizational legitimacy and trust as potential mediators and moderators of this connection. A deeper understanding of these relationships and their implications for both organizations and individuals necessitates further study. Such exploration should also delve into how organizational fairness impacts workplace deviation.

H-1 There is a positive correlation between organizational justice and job satisfaction.

2.5 Job Satisfaction and Workforce Deviance:

Previous research investigations have unequivocally demonstrated a positive correlation between Workplace Deviance and job dissatisfaction (Tuzun & Kalemci, 2018). Furthermore, converging evidence from analogous studies suggests that job dissatisfaction might serve as a pivotal predictor of deviant behaviors (Hershcovis et al., 2007). This implies that dissatisfaction with one's employment could potentially be the prime driver of behaviors linked to deviance. In a similar vein, certain studies put forth the argument that workplace deviance might stem from an emotional response to job contentment within an organization. This suggests that employees who experience dissatisfaction are more prone to engage in deviant behavior compared to their content counterparts (Mount et al., 2007). Notably, workplace deviance behavior can be influenced by an array of factors, including work satisfaction and stress.

Moreover, scholarly investigations have unearthed a robustly negative relationship between workplace deviance and job satisfaction. Considering the wealth of evidence presented thus far, we are inclined to propose the hypothesis that-

H-2 There is a negative relationship between JS and WPD.

2.6 Organizational justice and Workplace deviance: The organizational justice mechanism of deviant behavior posits a strong connection between individuals' perceptions and experiences of organizational justice and deviant behavior. The impact of organizational justice on deviant behavior can be influenced by a variety of contextual and organizational factors. Studies indicate that organizational justice exerts a significant influence on various aspects of workers' professional lives. According to the instrumental approach, fairness assumes critical importance in addressing employees' economic needs. When individuals perceive unfair treatment for their contributions, they are motivated to respond in different ways. On the one hand, the relational view underscores how equitable treatment fosters a sense of identity within esteemed social groups. Conversely, unfair treatment can compel individuals to take actions to safeguard their social status. From the perspective of moral virtue, fair treatment reflects an organization's commitment to upholding prevailing moral standards.

The causal link between workforce deviance and organizational justice has undergone comprehensive research and validation. Instances of deviant behavior are more likely to arise when employees perceive injustices in decision-making,

resource allocation, or interpersonal interactions within the organization. Extensive investigations into work-related deviant behavior and organizational justice have been conducted, particularly within the hotel industry. The majority of findings align in suggesting that organizational justice serves as a significant negative predictor of workplace deviant behavior. Furthermore, individuals with limited socialization skills may exhibit a weaker association between workplace deviant behavior and organizational justice.

In high-tech firms, organizational injustice can lead to severe deviations that can profoundly harm the organization, such as the leaking of trade secrets or espionage. This discourse lends weight to the notion that organizational justice substantially predicts and negatively impacts workforce deviance behavior. Consequently, we propose the following hypothesis:

H-3 There is a negative relationship between organizational justice and workplace deviance.

2.7 Job satisfaction as the mediator between organizational Justice and Work deviation behavior: According to the author, organizational justice can influence workplace deviant behaviour either indirectly or directly by way of the participation of various variables, such as job satisfaction. According to Mount et al. (2007), job satisfaction acts as a mediator between personality traits and workplace deviant behaviour, implying that job satisfaction impacts the association between personality traits and unproductive behaviour at work to some extent. Notably, affability as a personality attribute is predictive of workplace deviant behaviour. Organizational justice has both a direct impact on interpersonal deviations and an indirect influence on both organizational and interpersonal deviations, owing to its relationship with work satisfaction. Guo (2012) further argued that job satisfaction operates as a mediator between Confucian ideals and unproductive work behavior. Guo's study discovered that job satisfaction partially mediates the link between these two variables.

For researchers and practitioners adopting a descriptive and predictive social scientific approach to workplace deviant behavior that includes job satisfaction as a mediating variable—a facet that remains understudied and fragmented—an essential question arises: "Does job satisfaction mediate relationships between workplace deviant behavior?" As public governance undergoes innovation, creativity, and transformation, core questions such as "What drives workplace deviant behavior?" continue to lack definitive answers.

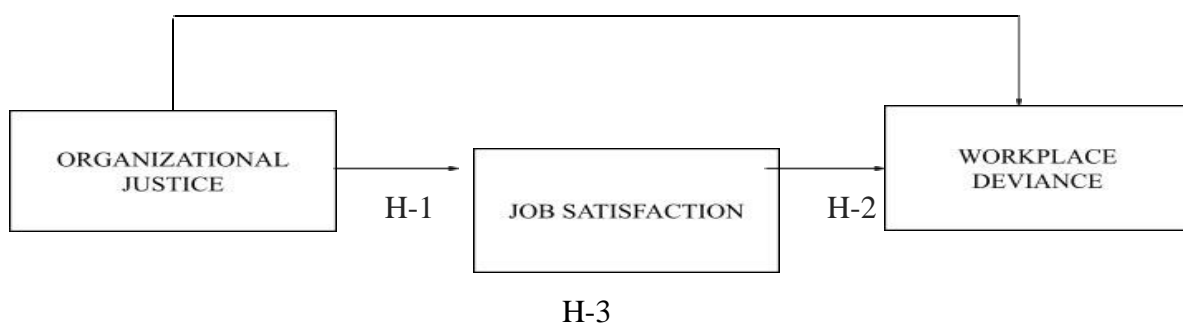
In this study, we propose that job satisfaction serves as a mediator between organizational justice and workplace deviant behavior. According to this study's findings, employees who derive greater satisfaction from their jobs exhibit a reduced propensity for engaging in workplace deviance. This ongoing discourse underscores the pivotal role of job satisfaction in establishing the connection between organizational justice and workplace deviant behavior. Our proposed hypotheses are outlined as follows:

H-4 Job satisfaction mediates the relationship between organizational justice and workforce deviance.

3. Research Framework

As can be seen in Figure 1, a relationship between workplace deviance, job satisfaction, and workplace deviance is established. This framework is established based on the literature review: job satisfaction is the mediator, workplace deviance is the dependent variable, and organizational justice is the independent variable.

Figure 1: Conceptual Framework



4. Aim of the study

- To examine how job satisfaction influences the relationship between organizational justice and workplace deviance among nurses and other healthcare workers in Delhi NCR.
- To examine any possible moderating factors that may affect the link between workplace deviance, organizational justice, and job satisfaction among nurses and healthcare professionals in Delhi NCR (such as gender, years of experience, educational level, No. of working hours, and organizational culture).
- In order to evaluate the effectiveness of Organizational Justice on Workplace Deviance among nurses and healthcare professionals in Delhi NCR.
- We will provide recommendations and concrete repercussions for the healthcare sector in Delhi NCR to enhance organizational justice, and job satisfaction, and reduce workplace divergence among nurses and healthcare professionals.

5. Research Methodology

Sample Procedures:

In this research, the target population is nurses and health workers in Delhi, NCR, selected by stratified random sampling. This study examines workforce deviance in hospitals that might be affected by job satisfaction and organizational justice. The dependent variable for this research would be workforce deviance. The mediating variable would be job satisfaction, and the independent variable would be organizational justice. The questionnaire for this study was prepared based on prior research on workplace deviance, job satisfaction, and organizational justice. To test the suggested hypothesis, we distributed questionnaires to 300 health workers and nurses at eleven private and government hospitals in the Delhi NCR and collected responses from 170 nurses. The purpose of this study is to examine how job satisfaction influences the relationship between organizational justice and workplace deviance among nurses and other healthcare workers in Delhi-NCR.

Measures:

In this research, a total of 33 questions were used. Thirteen questions were adopted from Colquitt (2001), Ten questions were adopted from Bennett & Robinson (2000), and three questions from (Brayfield & Rothe, 1951) and some modifications were made. Basically, the questionnaire was divided into two groups: the demographic section and the main section. The questionnaire was written in English. Section A focused on the demographic profile of the respondents and contains 8 questions. This section covered the background of health practitioners, including their age, gender, education level, working hours per week, and years of experience, extra work shifts, number of assigned patients /shifts in the hospital. Section B consisted of 26 questions. This part measures organizational justice, job satisfaction, and workplace deviance. In this study, participants were asked to score each statement's alignment with their perspective on a scale ranging from strong disagreement to strong agreement using the Likert scale. In this study, the Likert scale was utilised to statistically examine the influence of organisational justice and job satisfaction on workplace deviance.

Tools and Techniques:

The main aim of this research was to investigate how job satisfaction acts as an intermediary factor between workforce deviance and organizational justice in hospitals located in the Delhi-NCR region. Within this section, we outline the approach taken to fulfil this objective, encompassing the application of Sensitivity Analysis (SA) and its relevance to the study's goals as obtained from responses to the questionnaire.

Sensitivity analysis (SA):

Sensitivity analysis (SA) revolves around the exploration of how a given system's outcomes are influenced by the multitude of inputs it receives. In the context of this particular study, the application of this methodology caters to several overarching objectives within the realm of systems analysis and modelling:

- **Investigating Causal Associations:** This technique facilitates the scientific examination of causality, shedding light on the ways diverse processes, hypotheses, parameters, scales, and their interactions impact a given system. (For instance, as illustrated in the work of (Gupta & Razavi, 2018).
- **Reducing Dimensionality:** SA assists in identifying elements within a system that exert minimal influence and could potentially be considered redundant or eliminated in subsequent analyses. An apt example of this concept can be found in the study conducted by (Tarantola, Gatelli, Kucherenko, & Mauntz, 2007).

- Evaluating Data Pertinence: The methodology aids in gauging the significance of processes, parameters, and scales that predominantly govern a system. It is instrumental in pinpointing areas where acquiring fresh data could substantially alleviate targeted uncertainty. (Exemplified by the research efforts of (Guillaume, et al., 2019) and Field (Partington, et al., 2020).
- Guiding Decision-Making: SA facilitates the quantification of how the sensitivity of anticipated outcomes fluctuates in response to different decision options, constraints, assumptions, and uncertainties. This aspect offers valuable insights for making well-informed decisions, grounded in a holistic understanding of the potential ramifications stemming from various factors.

Reliability, Validity and Normality:

Additionally, we assess the questionnaire's reliability using Cronbach's alpha (Table – below). The overall questionnaire reliability demonstrates a strong value, as indicated by a Cronbach's alpha of 0.91. Furthermore, each individual variable is evaluated for reliability, and all scale items exhibit reliability exceeding 0.75.

Data Analysis:

IBM SPSS version 27, which stands for Statistical Package for the Social Sciences, was used to code data, and statistically analyse the data. The information gathered included the basic characteristics of nurses and healthcare professionals, their perceptions of organisational justice, and concrete instances of workplace deviance. This information was summarised using summary statistics such as frequencies, percentages, mean, and standard deviation. The Pearson correlation coefficient (r) was used to analyse the nature of correlations between research variables. Sensitivity analysis and Regression analysis were used to assess the independent variable's (organisational justice) predictive effect on the dependent variable (workplace deviance). The alteration in R^2 was assessed using an F-test and analyses of variance (ANOVAs). An important observation from the R^2 F-test indicated that organizational justice significantly contributed to the prediction of workplace deviance. The chosen threshold for statistical significance was set at $p < 0.05$.

Demographics:

The demographic distribution of the respondents is analysed. The data is represented by nearly equal numbers of male and female respondents i.e., 51% of female respondents and 49% of male respondents. When it comes to age the largest number of respondents come from an age group of less than 30 years of age i.e., 88%. Therefore, the data outcome and results will be skewed towards the respondents less than 30 years. The highest number of respondents come from other categories and the second largest educational level is represented by a bachelor of nursing science i.e., 40%. The respondent's group is largely dominated by the group that is working between 36 – 18 hours per week. Nearly 70% of people falls into this category. Further, the majority of respondents are having less than 5 years of work experience. Also, to 86% of respondents, the number of patients assigned was between 1 – 8.

6.Findings

The purpose of Effectiveness of Organizational Justice on Workplace Deviance, This section will summarise the findings of the Sensitivity Analysis (SA) in relation to the study target objectives as generated from questionnaire responses. The next sections will offer a detailed interpretation of the data analysis results. The major goal of this section is to present the study's findings. As a result, this part is entirely dedicated to investigating the hypotheses while providing a detailed overview of the data analysis results.

Name of variable	Code of the variable	No. of items	Cronbach's alpha value (Reliability)
Workplace Deviance	WPD	13	0.95
Organizational Justice	OJ	10	0.91
Job Satisfaction	JS	3	0.918

Table:1

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change

The descriptive analysis offers a glimpse into the central tendencies and variations within the studied variables. It presents the mean (average) and standard deviation (dispersion) values for both the workplace deviance measure and the different facets of organizational justice OJ.1 [The procedures used to arrive at the (outcome) have upheld ethical and moral standards], OJ.2 [I have an influence over the (outcome) arrived at by the procedures used], OJ.4 [Treated with dignity and respect with workplace], OJ.6 [Seniors have been very frank in communications with you], OJ.7, [I have freedom to express my views and feelings in hospital] OJ.8 [I received is appropriate for the work I have completed]. These statistics provide an initial grasp of how the data is distributed.

Descriptive Statistics			
	Mean	Std. Deviation	N
Workplace Deviance	2.4195	1.09597	170
OJ.1	2.55	1.397	170
OJ.2	2.90	1.335	170
OJ.4	4.09	1.158	170
OJ.6	3.68	1.267	170
OJ.7	3.75	1.255	170
OJ.8	2.36	1.258	170

Table:2

Model Summary

The model summary gives the key statistical information about the regression study undertaken to investigate the relationship between workplace deviance and organisational justice. The R-square result (0.807) indicates that the included organisational justice factors can explain about 80.7% of the variability in workplace deviance. The adjusted R-square (0.800) takes into account the number of predictors and adjusts the R-square value to improve its relevance.

Table:3

1	.899 ^a	.807	.800	.48983	.807	113.842	6	163	<.001
a. Predictors: (Constant), OJ.8, OJ.6, OJ.4, OJ.2, OJ.1, OJ.7									
b. Dependent Variable: Workplace Deviance									

The coefficients inspection displays the numerical values for each predictor variable (OJ.1, OJ.2, OJ.4, OJ.6, OJ.7, OJ.8) in the regression model. These numerical values depict each predictor's effect on the outcome variable (workplace deviance). The standardised coefficients (Beta) show the relative importance of each predictor, taking into account their different scales. OJ.1, OJ.2, OJ.7, and OJ.8 had positive coefficients, showing a direct relationship with workplace misbehaviour. Although the coefficient for OJ.4 is positive, the associated p-value (0.050) is close to the crucial significance threshold (0.05), indicating a less strong relationship. OJ.6, on the other hand, has a negative coefficient, showing an inverse association with workplace deviation.

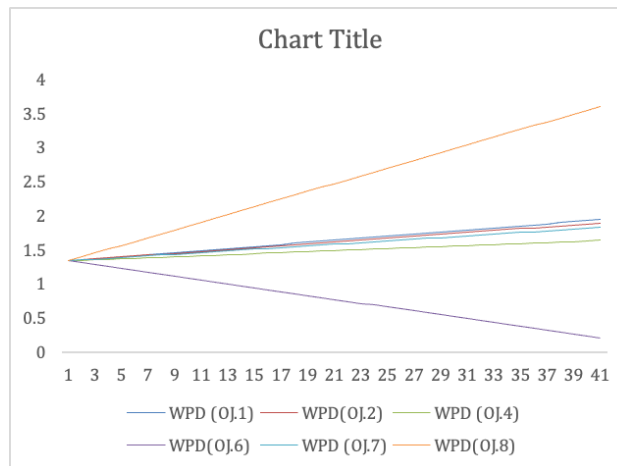


FIGURE 2.

The following conclusions can be drawn from the coefficient analysis: Organisational justice variables (OJ.1, OJ.2, OJ.7, OJ.8) show a positive connection with workplace misbehaviour. This implies that increased views of organisational fairness correspond to increased incidences of deviant behaviour. This observation runs counter to the expected negative association. OJ.4 had a less positive connection with workplace deviance, showing that its effect may be less significant in comparison to other aspects of justice. OJ.6, the only variable with a negative coefficient, has a distinct inverse connection with workplace deviance. This means that higher views of organisational justice in this category are associated with fewer instances of deviant behaviour.

The results related to OJ.6 provide partial support for our hypothesis: The findings put into question the expected negative link (H-3) between organizational justice and workplace deviance, which was in line with previous research assumptions. However, the analysis brings to light complex intricacies in this association: Although there is a prevailing trend of positive connections between the majority of organizational justice variables and workplace deviance, a specific aspect (OJ.6) displays a contrary, negative relationship. This suggests that particular aspects of organizational justice could play a role in reducing deviant actions.

Correlation and regression analysis between job satisfaction and organizational justice

Table 4.

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.757 ^a	.574	.571	.49957	.574	226.070	1	168	<.001

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Organizational Justice

According to the model summary, the R-square is 0.574, meaning that the predictor variable (Job Satisfaction) can explain roughly 57.4% of the variability in organisational justice. The corrected R-square, which accounts for the number of predictors, is 0.571, suggesting that the model fits well.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.119	.157		7.119	<.001
	Job Satisfaction	.658	.044	.757	15.036	<.001

a. Dependent Variable: Organizational Justice

Table 5.

The correlation matrix illustrates the correlation between organizational justice and job satisfaction. The Pearson correlation coefficient between the two variables is 0.757, which is strongly positive and statistically significant ($p < 0.001$). This finding aligns with hypothesis H-1, suggesting a positive correlation between organizational justice and job satisfaction.

Correlation and regression analysis between job satisfaction and workplace deviance:

The model summary summarises the findings of the regression study that looked at the association between job satisfaction and workplace deviance. The following are some key observations:

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.178 ^a	.032	.026	1.08167	.032	5.498	1	168	.020

a. Predictors: (Constant), JS.3

b. Dependent Variable: Workplace Deviance

Table 6.

The coefficient of determination (R Square) is 0.423, suggesting that the predictor variables can explain 42.3% of the variance in workplace deviance. The adjusted R Square, 0.412, accounts for the number of predictor variables and shows the model's goodness of fit. The R Square Change is 0.423, indicating that including job satisfaction predictors explains a large percentage of the variance in workplace deviance. The value of F Change is 40.520, which is statistically significant ($p < 0.001$).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.025	.271		11.153	<.001
	JS.3	-.155	.066	-.178	-2.345	.020

a. Dependent Variable: Workplace Deviance

Table 7.

The coefficients table explains the association between each predictor variable and the dependent variable (workplace deviation):

The coefficient is -0.201, demonstrating a negative relationship between JS.3 and workplace deviance. A higher level of JS.3(Am I feel satisfied) is associated with a lower level of workplace deviance. This coefficient is statistically significant with a p-value of 0.020. These findings provide evidence that partially supports your hypothesis. Specifically, the negative relationship between JS.3 and workplace deviance align with the expected negative impact of job satisfaction on reducing deviant behaviors in the workplace.

This result resonates with existing literature that suggests higher job satisfaction can lead to decreased workplace deviance due to employees' greater investment in the organization and reduced inclination to engage in disruptive behaviors.

In conclusion, the mixed results with JS.1 and JS.2 suggest that different dimensions of job satisfaction might influence workplace deviance differently. This underscores the nuanced nature of the relationship between job satisfaction and deviant behaviors.

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.F Change
1	.321	.103	.093	1.04401	.103	9.621	2	167	<.001

a. Predictors: (Constant), Organizational Justice, Job Satisfaction

b. Dependent Variable: Workplace Deviance

Test of Mediating :

Table 8.

To test the hypothesis that Job satisfaction mediates the relationship between organizational justice and workforce deviance, Following Ambrose, M. L., & Schminke, M. (2003),

The correlation coefficient (R) of 0.321 suggests a moderate positive relationship between organizational justice, job satisfaction, and workplace deviance.

R Square: The coefficient of determination indicates that about 10.3% of the variance in workplace deviance can be explained by the predictor variables. Adjusted R Square: The adjusted R Square, 0.093, accounts for the model's complexity. Std. Error of the Estimate: The standard error of the estimate is 1.04401, denoting the average deviation between observed and predicted values. Change Statistics: The R Square Change is 0.103, revealing that the predictors (organizational justice and job satisfaction) significantly explain a substantial portion of the variance in workplace deviance. The F Change value is 9.621, signifying statistical significance (p < 0.001). **Coefficients^a**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	.897	.375		2.392	.018
Job_Satisfaction	-.078	.140	-.062	-.556	.579
Organizational_Justice	.526	.161	.366	3.262	.001

a. Dependent Variable: Workplace Deviance

Table 9.

The coefficient is 0.526, indicating a positive relationship between organizational justice and workplace deviance. A higher level of organizational justice is associated with a higher level of workplace deviance. This coefficient is statistically significant ($p < 0.001$).

In the context of the research hypothesis(H-4), it can be inferred that job satisfaction partially mediates the relationship between organizational justice and workplace deviance. As suggested by the (Alias et al., 2015) and observed in the analysis, organizational justice serves as a significant predictor of workplace deviance.

7. Conclusion

In conclusion, our research paper had the primary objective of exploring the interconnections among organizational justice, job satisfaction, and workplace deviance within the context of nurses and healthcare professionals in Delhi NCR. Our analysis yielded insightful findings. To begin, we identified a positive correlation between organizational justice and job satisfaction, in line with hypothesis H-1. Furthermore, our findings supported hypothesis H-2, revealing a negative relationship between job satisfaction and workplace deviance. Interestingly, our results challenged the anticipated negative linkage postulated in hypothesis H-3, which proposed a connection between organizational justice and workplace deviance.

Our sensitivity analysis shed light on the demographic composition of our respondents, highlighting a significant representation of individuals under the age of 30 and those with less than 5 years of work experience. While there was partial alignment with hypothesis H-4, suggesting that job satisfaction plays a mediating role in the relationship between organizational justice and workplace deviance, we also recognized the nuanced influence of different dimensions of job satisfaction on various aspects of deviant behavior.

This study underscores the importance of comprehending the multifaceted nature of job satisfaction and its diverse impacts on workplace deviance. The outcomes of our research contribute to the existing body of knowledge regarding organizational justice, job satisfaction, and workplace deviance among healthcare practitioners. Moving forward, the results of this study extend beyond a mere empirical investigation, offering practical insights for fostering an environment of fairness and contentment in healthcare contexts. Given the pivotal role nurses and healthcare workers play as the cornerstone of the Delhi NCR healthcare sector, implementing these findings within organizational strategies has the potential to enhance their job satisfaction and overall well-being. This, in turn, can exert a positive influence on patient outcomes, initiating a beneficial chain reaction that reverberates throughout the healthcare arena.

8. Future Implications :

The findings highlight the complex relationship between, workplace deviance, job satisfaction, and organizational justice among nurses and healthcare workers in Delhi NCR. The study recommends concrete implications for health care institutions, such as specialized training programs and mentorship initiatives directed at different ages and professional groups. It promotes the development of specific methods to assess work satisfaction and emphasizes the need of establishing fairness and transparency within organizations. Additionally, study emphasizes the value of well-being programs for healthcare staff, such as stress management training and mindfulness sessions. Moreover, collaboration across healthcare institutions, research organizations, and government agencies are urged to foster knowledge exchange and adopt uniform approaches to boost worker satisfaction and reduce workplace deviation in the health care sector.

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